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The EnterpriseWorld

A NEW PERSPECTIVE OF BUSINESS



Upshot

Vilnius:
A City Built on Beliefs,
Art, History, and
Rich Culture.

Case Study

Marlboro:
From 'Mild
as May' to the
Iconic 'The
Marlboro Man'

**DIANA
SORFLEET**

EVP and Chief
Administrative Officer
CSX

JACKSONVILLE'S
Most INFLUENTIAL WOMEN LEADERS
★★★★★ in 2024

CHAMPIONING INCLUSIVITY
—Driving Superior Business Outcomes

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OF BUSINESS**

This list is NOT a ranking. The companies on listed in magazine serve different aspects of the market, making ranking them in any order except revenue impossible and unfair. We try to bring a perfect platform for business organization to showcase their valued products/ services.

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FROM EDITOR'S DESK

Trailblazing Women of Jacksonville!

Welcome to the latest issue of *The Enterprise World*—a special edition dedicated to celebrating the remarkable women leading the way in Jacksonville in 2024. This issue, **“Jacksonville’s Most Influential Women Leaders in 2024,”** shines a spotlight on the trailblazing women who are not only excelling in their respective fields but are also shaping the future of our community with their visionary leadership.

Jacksonville has long been a city of growth and innovation, and at the heart of this progress are the incredible women who are driving change, inspiring others, and making a profound impact. From corporate boardrooms to entrepreneurial ventures, from non-profit organizations to public service, these leaders are redefining what it means to be a powerful force in business and beyond.

In this issue, you will find in-depth profiles of these outstanding women, each of whom has demonstrated unparalleled dedication, resilience, and excellence in her career. Their stories are a testament to the strength and potential of women in leadership, showcasing how they navigate challenges, seize opportunities, and foster success in their respective domains.

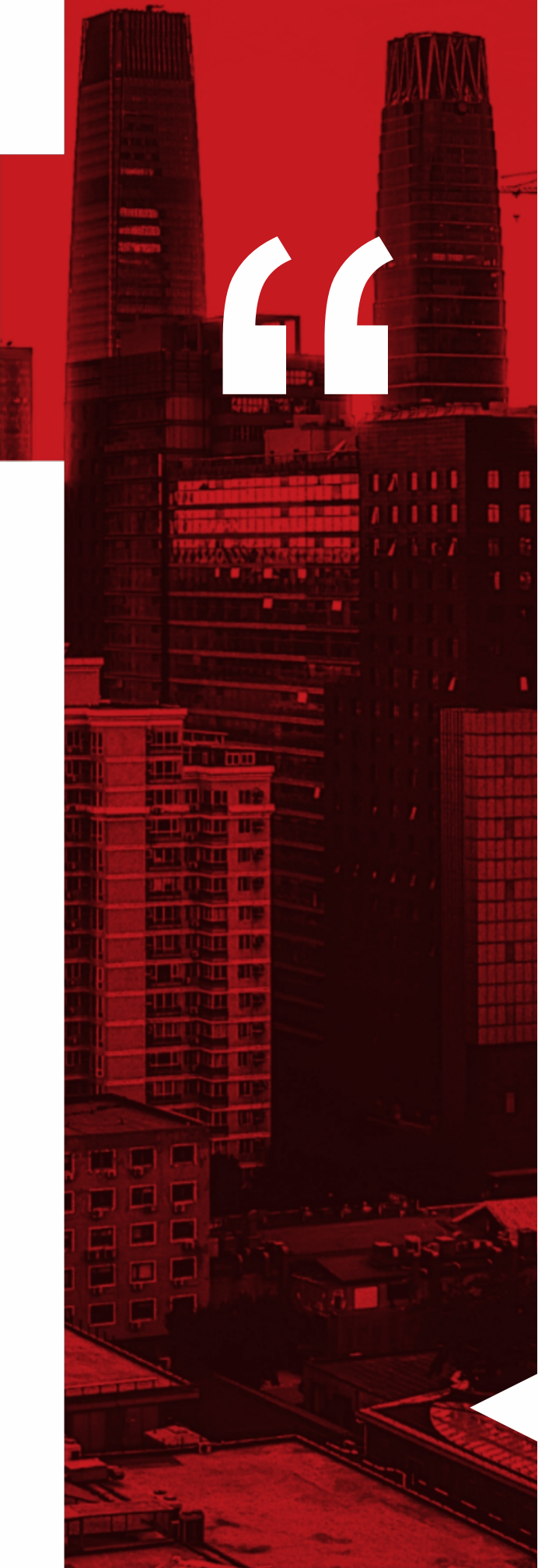
Our aim is to not only honor their achievements but also to provide a platform for their voices and experiences. By highlighting these influential leaders, we hope to inspire others and contribute to a broader dialogue about the evolving landscape of leadership and gender equity in the workplace.

On the cover of this issue, we have featured **Diana Sorfleet, Executive Vice President and Chief Administrative Officer of CSX**—a front-running transportation supplier from Jacksonville. With a belief that cultural diversity leads to a more engaging workforce, Diana is passionate about transforming organizations to drive enhancing business outcomes. Throughout her career, she has been dedicated to creating inclusive environments and improving service delivery.

We invite you to explore the inspiring stories within these pages and join us in celebrating the dynamic women who are making Jacksonville a vibrant and progressive city. Their contributions are paving the way for future generations, and their leadership serves as a beacon of what is possible.

Thank you for being a part of this journey with us. We hope this issue serves as a source of inspiration and admiration.

Shalmali
Shalmali W.



LEADERS IN SPOTLIGHT

For the cover read about -

On the cover of this issue, we have featured **Diana Sorfleet, Executive Vice President and Chief Administrative Officer of CSX**—a front-running transportation supplier from Jacksonville. With a belief that cultural diversity leads to a more engaging workforce, Diana is passionate about transforming organizations to drive enhancing business outcomes. Throughout her career, she has been dedicated to creating inclusive environments and improving service delivery.

Diana's extensive background in human resources led her to pursue a career in executive management. With a belief that cultural diversity leads to a more engaging workforce, Diana is passionate about transforming organizations to drive enhancing business outcomes. Throughout her career, she has been dedicated to creating inclusive environments and improving service delivery.

"Working in executive management allows me to have a broader impact on the company, and on the lives of the people who work there."

At its core, Diana's leadership is about valuing every employee's role and respecting individual differences. She believes in leading by example, showing respect and empathy, and being transparent. To foster a supportive and inclusive work environment, she actively listens to employees and takes necessary action based on their feedback.

Under Diana's leadership, CSX is investing in employee development initiatives and diversity and inclusion programs to cultivate a robust talent pipeline and a dynamic corporate culture. Diana is a strong advocate for mentorship, an essential factor for creating an environment of continuous improvement where employees feel valued and included.

”

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Diana Sorfleet



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**DOWN'T
SYNDROME**

Down syndrome, which occurs in an average of every 800 births, is not a disease but awareness. We show them that by instilling **+1 happiness** they are no different from us.



Cover Story

10 | August 2024



Diana Sorfleet

Championing Inclusivity—Driving
Superior Business Outcomes

CSX | EVP and Chief Administrative Officer

The freight rail industry has proved pivotal in effectively driving economic growth with its efficient yet cost-effective nature—connecting businesses aiming to utilize bulk transport to their target markets. However, industry leaders today are witnessing disruptive infrastructural challenges—highlighting the need for infrastructural upgrades and investments in better technologies.

In such a situation, a leadership approach that prioritizes innovation and collaboration is the need of the hour. One such leader we want to celebrate today is **Diana Sorfleet, Executive Vice President and Chief Administrative Officer** of **CSX**—a front-running transportation supplier from Jacksonville.



To
Apr

own Hall

il 2024



Passion Driven Leadership

Diana's extensive background in human resources led her to pursue a career in executive management. With a belief that cultural diversity leads to a more engaging workforce, Diana is passionate about transforming organizations to drive enhancing business outcomes. Throughout her career, she has been dedicated to creating inclusive environments and improving service delivery.

"Working in executive management allows me to have a broader impact on the company, and on the lives of the people who work there."

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A Balanced Approach

CSX maintains profits through innovation and leveraging advanced technologies to enhance services, streamline operations, and simplify customer interactions. Whether it's an employee or a customer, the organization conducts regular surveys and organizes face-to-face sessions to better understand their needs and identify areas for improvement—meeting their needs by going directly to the source.

By efficiently meeting these needs, CSX prevents waste and enhances overall satisfaction. This proactive engagement helps the company innovate responsibly while maintaining stable profits and allowing it to stay aligned with the real-world requirements of its stakeholders.

Nurturing the Talent

Under Diana's leadership, CSX is investing in employee development initiatives and diversity and inclusion programs to cultivate a robust talent pipeline and a dynamic corporate culture. Diana is a strong advocate for mentorship, an essential factor for creating an environment of continuous improvement where employees feel valued and included.

Diana has championed the development of the CSX OnTRACK 24: Here SHE Grows women's leadership program, which aims to provide training and support to empower more women to take on leadership roles. This initiative not only enhances the company's talent pool but also enriches the corporate landscape with diverse voices and perspectives.

However, CSX's commitment to talent development extends beyond formal programs and includes a range of internships, multiple development initiatives, and active business resource groups. The company encourages informal mentoring, leveraging the extensive experience of its workforce, where the average tenure is 14 years, to guide and support newer employees. This wealth of wisdom is particularly valuable in maintaining rigorous safety protocols. Moreover, the performance management process at CSX is designed to align employees' goals with the company's objectives, offering regular feedback and growth opportunities. This holistic approach ensures that CSX is continually developing well-rounded leaders capable of sustaining the company's success well into the future.

An Extensive Rail Network

CSX is one of the largest freight transportation providers in the U.S., operating a 20,000-mile rail network that connects every major metropolitan area in the eastern U.S., where nearly two-thirds of the nation's population resides. CSX offers a diverse range of products and rail-related services, including intermodal terminal operations, bulk commodity transloading, automotive terminals, warehousing, and value-added services. The company differentiates itself from competitors like trucking companies through economic, environmental, and safety advantages, positioning itself as a leader in the transportation sector.

"CSX moves a broad portfolio of products across the country in a way that minimizes the effect on the environment, takes traffic off an already congested highway system, and minimizes fuel consumption and transportation costs."

Ensuring Safe and Reliable Operations

CSX utilizes technology to cultivate a higher level of safety and reliability in its operations. This process includes leveraging tools such as inspection portals and drones to detect railcar defects from a distance of up to 150 yards, GPS to track locomotives and railcars, employing a chatbot to streamline answering customer queries about utility permits, and an enhanced carbon calculator that enables companies to calculate emissions savings by choosing rail over truck transportation.

At CSX, all the technology initiatives are led by a centralized Technology department and supported by its nearly 23,000 employees through the CSX InnovationX campaign. This structured program encourages employees to contribute ideas for innovation and growth. Through InnovationX, CSX evaluates and develops the most promising concepts to drive continuous improvement in customer service and operational efficiency.

Growth-Driven Vision

CSX is expanding its service offerings and adding more value for its customers. The company is actively rolling out new service products to drive its strategic vision forward.

"The goal is to grow the business by attracting new customers and shifting more freight to rail."

Recently, CSX acquired Pan Am Railways, extending its service offerings into New England, and Quality Carriers, enhancing the chemical transloading business. The company is also continually introducing fresher value-added services and assisting customers with site-location services for rail-served properties.

CSX invests heavily in its people, focusing on development and investments in diversity and inclusion efforts. As EVP and Chief Administrative Officer, Diana plays a vital role in aligning business objectives across functions and connecting its workforce to the company's strategic vision—delivering a better customer experience, leveraging technology for transformation, and fostering a workplace culture where every employee feels valued and respected.

Diana Sorfleet



Cover Story

Cover Story



Website: <http://www.csx.com>

Industry: Rail Transportation

Company size: 10,001+ employees

Headquarters: Jacksonville, FL

Type: Public Company

Founded: 1827

Specialties: Railroad, Transportation, and Intermodal Transportation

Hungry for Improvement

One of the biggest challenges for CSX is to demonstrate to the customers its ability to consistently deliver the services that fulfill their demands. Over the years, the organization has progressed significantly and continues to provide the best service in the rail industry. Despite this, CSX remains hungry to demonstrate it can sustain its performance and improve the labor-management relationship—an essential element to delivering great service.

Three Pillars of CSX

To stay innovative and competitive, CSX focuses on three pillars: *relentless safety, industry-leading service performance and the people who deliver it*. A few years ago, CSX transformed its operating model to achieve the exceptional service it provides today.

More recently, the company introduced ONE CSX, an initiative aimed at enhancing its workforce culture—reflecting the company's commitment to overcoming historic tensions between labor and management. By working closely with its unions, CSX is establishing unprecedented trust, aligning employees toward common goals, and fostering an environment where innovation thrives and employees are empowered to contribute their best.

"Balancing these operational and cultural transformations keeps us competitive and ensures continued innovation, benefiting both our customers and workforce."



“

CSX moves a broad portfolio of products across the country in a way that minimizes the effect on the environment, takes traffic off an already congested highway system, and minimizes fuel consumption and transportation costs.”



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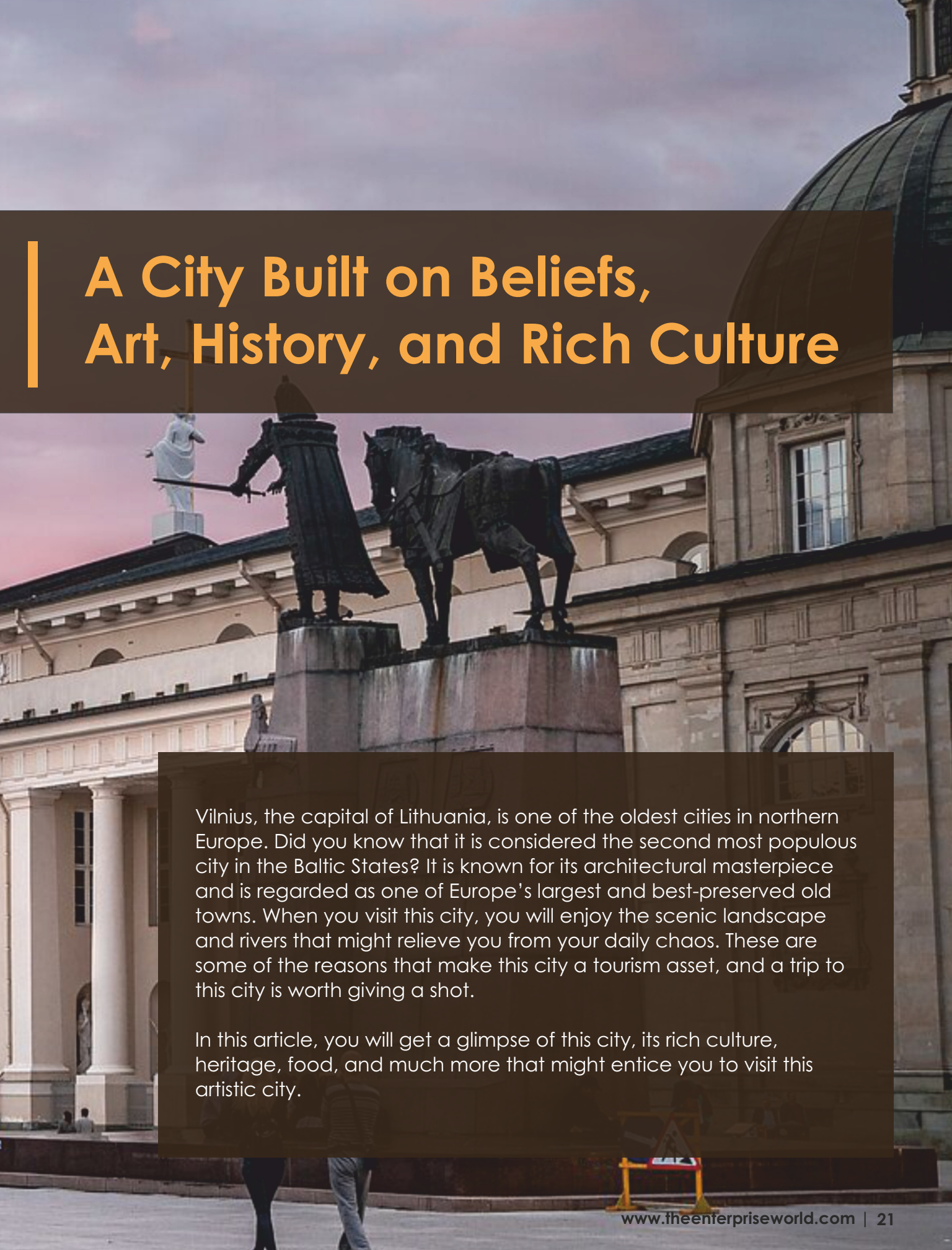
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VILNIUS





A City Built on Beliefs, Art, History, and Rich Culture

Vilnius, the capital of Lithuania, is one of the oldest cities in northern Europe. Did you know that it is considered the second most populous city in the Baltic States? It is known for its architectural masterpiece and is regarded as one of Europe's largest and best-preserved old towns. When you visit this city, you will enjoy the scenic landscape and rivers that might relieve you from your daily chaos. These are some of the reasons that make this city a tourism asset, and a trip to this city is worth giving a shot.

In this article, you will get a glimpse of this city, its rich culture, heritage, food, and much more that might entice you to visit this artistic city.

THINGS YOU SHOULD NOT MISS DOING

● **Take in the Views of this Old Town from a Hot Air Balloon.**

This activity, especially in the evening during the warmer months, can give you a unique experience in the hot air balloon. It is a soothing ride of 1 hour in the sky, you'll enjoy the undeniable beauty of UNESCO of this Old Town. The ride will give you a top view of the historical buildings, streets, rivers, and colorful streets.

● **Self-Guided Kayaking on Žeimena River**

Žeimena River is located near the border of the Švenčionys and Vilnius districts. It is known as one of the cleanest rivers in Lithuania, as it flows through Sand Dunes, making it the best choice for Kayaking. Swimmers can bask in this activity with the help of a rented kayak. It's a relaxing, easy, and chilled ride. You will encounter pine trees, cozy furnished stops, and a few villages on your way.

● **Biking Vilnius on a Scooter**

You can tour this city on an electric scooter with a local guide. If you want to have some fun activities but have less time, this is the best activity for traveling to UNESCO's listed Old Town. On the way, you will explore the main streets, rivers, bridges, and some panoramic spots of this city. Historical landmarks, flawless architecture, and artistic streets & buildings are some things that you can notice while you are riding.

● **Experience the Joy of Flea Markets.**

Vilnius has many flea markets where you can find beautiful handcrafts, antiques, vintage clothing, rare collectibles, and Soviet-era memorabilia. You can interact with these local vendors and buy unique jewelry that reflects its history and vibrant arts scene. In this market, you can also find the best Lithuanian honey. It is a local specialty worth trying, which is infused with herbs and spices.

Kalvarijų Market is a well-known place if you are looking for herbs & spices, spices like dill and caraway seeds, other spices like juniper Berries, paprika, thyme, and allspice (a mix of different spices used in both sweet and savory dishes) is something that you can expect from this market.



MAKE SURE TO VISIT THESE PLACES

This city is a blend of history and modernity. As you walk on the streets of this city, you will encounter some of the most visited places, museums, viewpoints, churches, and pilgrimages recommended by beloved locals and visitors.

Discover some of the most loved places by the locals.

- **Glass Quarter**

The Glass Quarter is one of the oldest places hidden among the big streets of Vilnius. It is surrounded by jewelers, local artists, craft and workshops, cozy restaurants, the headquarters of the chamber orchestra, art galleries, and the Stikliai Hotel.

- **The Gediminas Tower**

If you want to admire the sunset and spectacular view of the entire city, you are at the right place. This tower has three floors and the first floor exhibits jewelry and military artifacts. The second floor contains an interactive exhibition, which gives you the experience of historic events that have taken place in the country. On the third floor, visitors can get a glimpse of one of the most memorable historical events: 'The big anti-Soviet demonstrations'. This event took place in August 1989.

- **Užupis**

It is the smallest and most vibrant district in Vilnius. It is separated from the Old Town by the Vilnelė River. You can make your way under Užupis Bridge. This place is famous for its open-air sculptures and installations, which are constantly changing. You will get to see 'the Angel of Užupis' in this place, which was suggested by the 'Dalai Lama' during one of his visits to the city.

EXPLORE THESE FAMOUS MUSEUMS THAT YOU CAN'T AFFORD TO MISS



- **Auto Museum**

The auto museum has over 100 cars, from its first motor vehicles to modern supercars. You will uncover the world-class historical car museum in the legendary Vilnius Taxi Park. This museum represents the evolution of cars.



- **Railway Museum**

The Railway Museum was established in 1966. Twelve exhibits are spread over the 7,100 m2 open-air exhibition area. This museum displays road vehicles, wagons, trains, locomotives, a water steam pump, a wagon heating boiler, an old road worker hammer, and old scales. It is situated on the second floor and is divided into three halls. The first hall represents information (exhibition), the second one is for cultural (exhibitions and events), and the third one has educational models.



- **Vilnil. Museum of Illusions**

Vilnil. Museum of Illusions is a 600 m2 space museum where physics and optics are displayed together with mysterious artworks and classical riddles. The researchers of this museum are often researching the world of science and art. They are constantly looking for new artistic solutions. Moreover, it has been complimented for opening the exclusive 2D Cafe. These interesting illusions will make you curious and bring smiles to your face.

CHURCHES AND PILGRIMAGES THAT ONE MUST EXPERIENCE



Vilnius Cathedral (Cathedral Basilica of St. Stanislaus and St. Vladislav)

Vilnius Cathedral Church is located in Cathedral Square and is considered to be the most worshiped and significant site in Lithuanian history. It is a major architectural landmark and attracts numerous visitors due to its beautiful exterior and interior styles.



St. Anne's Church

This church is one of the most iconic landmarks in this city, Lithuania. This church was built with the help of various craftsmen and artists whose unique art has made this church so significant. Gothic Brickwork is used to construct the exterior of this church and is recognized as a key feature for the same. The church has gone through various restorations to maintain its unique architectural features.



St. Peter and St. Paul's Church

This church is known for its Baroque architecture, cupulent interior, and historical significance. This church was built in the late 1700s and is a major attraction for tourists due to its Baroque architecture and lavish interior. Several religious ceremonies and regular services are hosted here.

We hope these recommendations have given you valuable insights and guidance for your upcoming trip or if you are currently in the city.



TOP RECOMMENDED LOCAL DISHES WITH THE RESTAURANTS



Cepelinai (Zeppelins)

This dish is typically made of large potato dumplings. It is filled with meat, cheese, and mushrooms. They are served with sour cream and bacon bits. It is loved so much by the people there that it is cooked at least once a month.

Best Place to have: Etno Dvaras

Šaltibarščiai (Cold Beet Soup)

Who would not love a cold beet soup on a warm day? It is recognized as the world's most aesthetic cold soup. This soup is bright pink, as it gets the natural color of the beet. Three more ingredients like kefir cucumbers, and dill are added to it which makes it incredibly tasty.

Finally, it's garnished with boiled eggs and served with boiled potato.

Best place to have: Restaurant Lokys

Kibinai

Turkic Karaites are one such minority group who have invented Kibinai. It is a traditional dish of these people living in Trakai. One can enjoy a Kibinai piece by traveling from Vilnius to Trakai. The pastries are filled with mutton, beef, or vegetables. It is the perfect evening snack that is available in any Trakai café.

Best place to have: Senoji Kibinine

Bulviniai Blynai (Potato Pancakes)

Pancakes! Who doesn't enjoy them, whether they be salty or sweet? This crispy potato pancake is enjoyed by the young and old. You can relish it with sour cream or mushroom sauce.

Best place to have: Gusto Blynine

Sakotis

Sakotis is a delicious dessert you can try after your meal. This dish is made with butter, 100 eggs, sugar, and a secret ingredient. It's usually cooked for weddings and parties. It is also called tree cake and is generally served with coffee. You might get one type of it at Sudovia and another at Druskininkai. This dish will satisfy your sweet cravings

Best place to have: Coffee 1

Modern Vilnius

Vilnius is a developed city and is known as the economic heart of Lithuania. This city covers 1/3 of the population of Lithuania's country. The income is considerably high, and the average cost of living per person in the city is around 500 to 1200 EUR.

It generates around 42.4% of the national GDP. The economy of this city continues to grow. The manufacturing sector constitutes the biggest part of GDP in Lithuania. Many manufacturing industries are present in Vilnius.

As we know, the tech sector has evolved a lot after COVID-19, and the tech industries are rapidly growing in Lithuania.

Higher Education for International Students and Job Opportunities

If you are new and looking for a job in Vilnius, there are several opportunities. If you are tech-savvy, you can work as a UI/UX designer, software developer, data scientist, and information security analyst. You can also work as an HR, lawyer, project manager, market researcher, and much more.

Students can earn and learn by attending career fairs and mentorship programs like 'BeFriend' and 'Land a Job in Vilnius'. These help students with job opportunities in various industries. This city provides quality education to students, exciting nightlife, low rents, and attractive discounts.

INTERESTING FACTS ABOUT THE CITY

- Kernavė, Trakai, and Kaunas were the first three capitals before Vilnius became the capital of Lithuania.
- The Vilnius TV Tower's height is 326.5 meters and is the tallest building in Lithuania. It symbolizes the country's Soviet past and its journey towards Independence.
- The climate of this city is cool and markedly seasonal. Generally, tourists prefer to travel to this city during the warmer spring and summer.
- In 2009, this city was declared the 'European Capital of Culture' due to its nightlife.
- Lithuania is ranked 19th globally but has secured a top spot in under-30 rankings in the World's Happiest Place to Live category.
- During Christmas, this city turns itself into a Winter Wonderland. Various activities like ice skating, traditional market stalls, and festive performances are held.
- 'Gate of Dawn' is the most famous pilgrimage and a tourist attraction.
- This city is recognized as an attractive destination for foreign direct investment (FDI).

The localities here are friendly and welcoming. You can roam this city by foot, bike, or whatever makes you feel comfortable. This city is a blend of old and new, so if you want to enjoy the lively nightlife and cultural fests, visit the historical buildings, or indulge yourself in tasty food, you have it all!



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CUT FOOD COSTS

6 Cheapest Meal Delivery Services



Choosing daily meals could be a tiring task. What if there is someone who will decide on tasty meals for us every day? There are meal services that would give you weekly meal plans and cooking instructions. They also provide vegetables, spices, and meats to cook. There is a large variety of cheapest meal delivery services available, we are here to narrow down these services to the cheapest and full of nutrients to better cater to your needs. These services offer meals that are fresh, vibrant, and tasty. They came in great budgets, which vary according to family size. These meals are so much easier to prepare rather than to shop in grocery shops and cook without a plan. In this blog, we will look at six of the cheapest meal delivery services to eat at affordable prices and in healthier ways.





Dinnerly:-

In Dinnerly, there are a large amount of dishes on the menu. There are 100 dishes on the weekly, which is the largest for any delivery service. The ingredients are also top quality for the prices. There is antibiotic chicken and high protein in every box, as well as organic produce wherever possible. Also, Dinnerly allows you to order affordable add-ons each week. The add-ons could be sides, desserts, breakfasts, or even prepared meals. Dinnerly offers flexibility to choose your plan between 3 to 6 recipes for 2 or 4 persons. This allows them to adapt to small or large households. This is one of the best, among cheapest meal delivery services.

Key Features:

- Easy-to-follow, 6-step recipes
- 100+ recipes on the menu every week
- Dietary options include vegetarian, low-calorie, dairy-free, and more

EveryPlate:-

EveryPlate has very low-price menus because it doesn't have no-frills sides and proteins. It has also cut costs on things like printed recipe cards and fancy packaging. It is one of the cheapest meal delivery services and doesn't have large dishes on the menu. EveryPlate is not best for diet-conscious people, but it still has great vegetarian and family-friendly options. Every recipe in this delivery service is tasty, satisfying, and easy to prepare. EveryPlate like Dinnerly requires a minimum order of 3 meals per week, catering to 2 or 4 persons. Those who need more could order five meals.

Key Features:

- Simple recipes and hearty portions
- 30 dishes to choose from each week
- Some vegetarian and low-calorie options

HelloFresh:-

In the menu on HelloFresh, you can find many family-friendly recipes that are pescatarian and fit wholesome categories. There is even a 20-minute plan, which consists of meals made in under 20 minutes or less. On this delivery service, no matter what plan you choose, you'll always have access to the full menu. You can also customize some dishes. HelloFresh also introduced more plant-based dishes on the menu, which is good news for vegans. The offerings in this delivery service is environmentally conscious and promises high-quality, farm-fresh ingredients that are seasonal, long-lasting, and ethically sourced. The minimum order here is two recipes for two persons per week, but you can order four recipes for six persons at a time.

Key Features:

- Seasonal produce and sustainable proteins
- Over 100 tried-and-tested recipes and other menu items per week
- Dietary options include vegetarian, pescatarian, and low-calorie





Blue Apron:-

Blue Apron's menu has a blend of traditional and innovative recipes that cater to a wide range of tastes and dietary differences. In this delivery service, you have the power to choose from a variety of options each week, including meat, seafood, and vegetarian dishes. The quality of ingredients is a key focus at Blue Apron, which is why they choose fresh, seasonal produce that elevates the flavor of the dish. The meal kits could take 25 to 50 minutes to prepare, but the average time is 30 minutes. The delivery service also has convenient add-ons. It includes breakfast, desserts, sides, and proteins.

Key Features:-

- Menu changes weekly
- Good range of add-ons
- Sustainable, non-GMO ingredients and recyclable packaging
- This is one of the most affordable, among cheapest meal delivery services



Purple Carrot:-

Purple Carrot is one of the most affordable, cheapest meal delivery services for vegans. It offers loads of new veggies and introduces you to a wide range of new and exciting ingredients. Here, you can choose from 30 recipes each week. Twelve of these are kits, and sixteen are microwavable prepared meals that can be made in 2 to 3 minutes. Purple Carrot offers other dietary accommodations, too. It offers meals that are high in proteins, have lower calories, are soy-free, nut-free, gluten-free, and more. The minimum order is three meal kits per week for two people. Shipping is \$10 but free for orders more than \$99.

Key Features:

- Plant-based meal kits and prepared meals
- 30+ dishes to choose from each week, plus extras
- Dietary options include high-protein, gluten-free, soy-free, and more
-

These are the cheapest meal delivery services out there. Whether you are a diet-conscious person or a food lover, there is something in the bag for you here. These services offer an abundance of fresh veggies, meat, and spices, so you never have to go to a grocery shop again. You can enjoy food with your family without any worry. Whether your family is small or large, there are plans for every size here.



**IF IT WERE ANY MORE NATURAL,
IT WOULD'VE FALLEN OUT OF A PALM TREE.**

REAL COCONUTS WISH THEY SMELLED THIS GOOD.
COCONUT AND VANILLA SCENTED SHAMPOO
MADE WITH 10 OR LESS NATURAL INGREDIENTS.

NATIVE









MARLBORO

From
'MILD AS MAY'
To *The Iconic*
'THE MARLBORO MAN'

During the 1960s, scientists came up with research that stated "*Cigarettes cause cancer and are bad for health.*" This put \$8 billion industry and 7,50,000 occupations at stake. Many business's sales dropped, except for one that went from having a 1% market share at the time to becoming the 4th largest tobacco company within less than a year - **Marlboro**.

Marlboro not only managed to sail through the cigarette ads ban in the 1970s but also became worldwide popular. Today, it is one of the most popular US cigarette brands. Through this article, we will learn how it became a known brand and its marketing strategies and adaptations to stay relevant in the 21st century.

From Marlborough Street to a Global Brand

Marlboro is a brand that has become synonymous with rugged masculinity and freedom. It is an American brand of cigarettes owned and manufactured by Philip Morris USA. Philip Morris started a shop in London where he sold tobacco and rolled cigarettes in 1846. When he passed away from lung cancer in 1873, his brother Leopold and his widow Margaret kept the business going. They even opened a factory on Great Marlborough Street, London, which inspired the name of the brand. In 1902, a branch was opened in New York to sell many types of cigarettes. The name "Marlboro" was officially registered in the US in 1908, but the cigarettes didn't hit the market under this name until 1923. When they were launched in 1924, they were promoted as "America's luxury cigarette" and were mostly sold in fancy hotels and resorts.

Marlboro started as a brand that promoted cigarettes for women. They were milder and had a filter to be different from the stronger unfiltered cigarettes that men usually smoked. The filter had a red band to hide lipstick marks, and the tagline was 'Mild as May'. But that changed in the 1960s when the era saw a major change in the tobacco industry when scientists published a study that cited the destructive nature of it on people's health.





THE MARLBORO MAN

The businesses were having a hard time after the study was released. People were getting wary of smoking which affected their sales. To retain their sales and image, many businesses attempted to downplay the seriousness of the government's report or even challenged its validity, except Marlboro. Rather than denying or ignoring the statistics, the brand decided to change its identity to approach a wider audience.

It came up with an ad campaign that is regarded as the most successful advertising campaign of all time - *The Marlboro Man*. The campaign was first conceived in **1954** by **Leo Burnett**, aiming to reposition the brand from a women's cigarette to a men's cigarette. It featured the tagline "*Come to Marlboro Country*," inviting consumers to join the cowboy lifestyle symbolized by the brand. This repositioning led to a remarkable increase in sales, from \$5 billion in 1955 to \$20 billion in 1957, representing a 300% increase within two years.

The Marlboro Man became a symbol of the ideal American man, embodying toughness, hard work, and independence. Darrell Winfield, who modeled for the brand from 1968 to 1989, became the ideal poster child for the rugged, independent self-image that Philip Morris wanted to associate with its customers.

It has also made its way into popular culture, being referenced in various songs and even serving as an inspiration for characters in movies, such as "Harley Davidson and the Marlboro Man". The campaign inadvertently managed to attract women as well, demonstrating its appeal that transcends gender. Despite the evolution of marketing regulations and anti-smoking campaigns, the Marlboro Man remains an iconic and enduring symbol in advertising.

PRODUCT DIVERSIFICATION

Throughout The Years

Marlboro has diversified its product offerings in response to changing consumer preferences and regulatory pressures. The brand has introduced variations such as **Marlboro Lights**, **Marlboro Menthol**, and **Marlboro Ultra Lights** to cater to smokers seeking different experiences. With the growing demand for alternatives to traditional cigarettes, it has also released smokeless tobacco products and e-cigarettes.

By introducing Marlboro HeatSticks, a heated tobacco product, the brand made its first move into the emerging market of reduced-risk products. The brand offers different types of cigarettes to meet diverse consumer preferences and market segments. From full-flavored options to menthol varieties, it has various options available through its extensive product lineup.

In 2008, Philip Morris International made big changes to its brand worldwide. They created a new way to organize the different kinds of Marlboro cigarettes into three groups: Flavour, Gold, and Fresh. This new system was meant to meet the different tastes of adult customers. All three groups still had the same brand style and feeling of confidence.



Challenges Faced by **MARLBORO**



One of the most pressing challenges for the brand has been the global decline in smoking rates. In the United States, the percentage of adults who smoke has decreased from **20.9%** in 2005 to **11.5%** in **2021**.



The rise of alternative nicotine products, such as e-cigarettes and nicotine pouches, has intensified competition in the nicotine market. Marlboro has faced significant challenges from new entrants offering these products. The market for reduced-risk products (RRPs) is highly fragmented, with many brands experiencing double-digit growth in recent years.



Consumer preferences have shifted towards reduced-risk products due to growing health concerns about traditional smoking. This shift has prompted Marlboro to introduce low-risk and health-conscious alternatives to stay in the market.

MARKET SHARE in Recent Years

Marlboro has historically held a dominant position in the cigarette market, with a significant market share in the U.S. and a strong global brand value. Marlboro's global brand value was reported to be over **36 billion U.S. dollars** as of **2022**, making it the most valuable cigarette brand worldwide. However, its share value keeps fluctuating and has seen a decline in recent years. Yet, it is still one of the popular brands in the tobacco industry despite the challenges and controversies.



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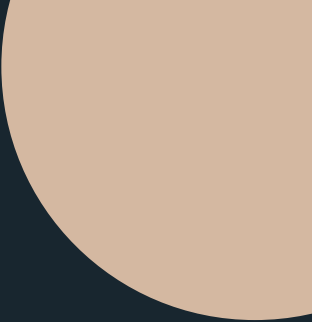


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HOW AUTHORITATIVE LEADERSHIP CAN SAVE YOUR BUSINESS DURING A CRISIS?

In tough times, businesses face big challenges. Authoritative leadership can make a difference. Strong leaders guide their teams. They provide clear direction and confidence. This type of leadership helps keep everyone focused.

When a crisis hits, people look for stability. Authoritative leaders step up. They inspire trust and action.



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When a crisis hits, people look for stability. Authoritative leaders step up. They inspire trust and action.

Here are some ways authoritative leadership can save your business during a crisis:

1. Providing Clear Direction

Providing clear direction is vital for any business, especially during a crisis. When leaders take charge, they set the tone for their teams. Authoritative leadership means giving precise instructions and expectations. This type of leadership creates a roadmap for employees to follow.

In difficult times, people look for guidance and assurance. Authoritative leaders can offer this by being transparent and steady. They ensure that communication is open and frequent. This builds a sense of security among team members. When everyone knows what to do, productivity increases.

2. Decisive Decision-Making

Decisive decision-making is crucial in times of crisis. Leaders must act quickly and confidently. They need to assess situations and choose the best course of action. Delays in decision-making can lead to missed opportunities and increased problems. This is where decisive action comes into play.

When leaders make decisions, they must communicate clearly. Team members should understand the reasoning behind their choices. This transparency builds trust and encourages support. People are more likely to follow through with a plan when they know the leader is confident and informed.

3. Instilling Confidence

Instilling confidence in a team is essential during a crisis. When leaders communicate openly, they create trust. Team members feel secure when they understand what is happening. They appreciate transparency and clarity. This open communication allows them to know the leader's thoughts and plans.

Additionally, acknowledging challenges helps build confidence. Leaders should address concerns directly and provide support. By being honest about difficulties, leaders show they care about the team's well-being. This fosters a collaborative environment. When everyone feels valued, morale improves.

4. Implementing Discipline and Structure

Implementing discipline and structure is key during a crisis. It helps teams stay organized and focused on their tasks. Leaders should establish clear roles and guidelines for everyone. This structure ensures that everyone knows their responsibilities.

For example, in situations such as crisis management in Baltimore, having a well-defined plan is crucial. When discipline and structure are in place, teams can respond more effectively and efficiently to challenges.

5. Driving Innovation and Adaptation

Driving innovation and adaptation is essential for businesses facing a crisis. Authoritative leaders encourage creative thinking and new ideas. They foster an environment where team members feel safe to share their thoughts. By promoting innovation, leaders help their teams adapt to changing circumstances.

A clear vision helps guide these efforts. It allows employees to see how their ideas fit into the bigger picture. When people understand the goals, they are more likely to embrace change and contribute to solutions.

6. The Power of Authoritative Leadership

In a crisis, strong authoritative leadership is important. Authoritative leaders provide guidance and support. They make decisions quickly and clearly. This builds trust with teams. Confidence grows when communication is open. Teams feel more secure with clear goals.

Structure helps keep everyone focused. Businesses that adapt and innovate can thrive. With the right leadership, success is possible even in tough times.



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happiness looks like.**

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